

FBI/OPR COMMISSION

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February 27, 2004

By Hand Delivery

The Honorable Robert S. Mueller III
Director
Federal Bureau of Investigation
935 Pennsylvania Avenue, N.W.
Washington, DC 20535

Re: Final Report of the FBI/OPR Commission

Dear Director Mueller:

We have completed our study of the FBI's Office of Professional Responsibility and enclose our final Report and the accompanying Appendix. We appreciate the opportunity to offer constructive suggestions to improve the FBI's disciplinary process and commend you for addressing this difficult and often controversial subject.

Our recommendations, taken together, are intended to address significant issues in the area of employee discipline and to repair an erosion of trust in the FBI's current disciplinary process. Examples of our suggestions include fundamental restructuring by separating OPR's investigative and adjudicative functions, eliminating petty and performance-based issues from the disciplinary process, improving investigative protocols and enhancing procedural rights of subjects.

As you know, our Commission began its work at the end of May 2003 after you charged us with a broad mandate to examine any issues that we deemed appropriate for improvement of OPR. To obtain a cross-section of opinions concerning OPR and to formulate informed recommendations, the Commission conducted over 50 in-person interviews. We received input from over 100 additional interested persons, most of whom we interviewed by phone or otherwise contacted. We also reviewed voluminous

documents relevant to the OPR process, including materials reflecting OPR policies, rules and regulations; FBI communications, memoranda, directives and statistics; and internal and external reports concerning OPR and the OPR process.

During the course of the Commission's study, we received the full cooperation of the FBI, as well as access to the people and information necessary to perform an effective review and to develop practical suggestions. We wish to emphasize that we were struck by the outpouring of critical information from every conceivable point of view about OPR and its process. We decided to maintain the confidentiality of the contributors to this study and therefore have not attributed information to anyone in our Report.

We are pleased to have participated in this important public service, and hope that our Report will improve the FBI at a time in our history when this country depends more than ever on one of the world's finest law enforcement agencies. Please do not hesitate to call upon us if we may be of further assistance.


Griffin B. Bell


Lee Colwell